

THE NESTM
The National Employee SurveyTM

Madison, WI

Comparisons by Demographic Characteristics

2018



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Interpreting the Results

The tables on the following pages display breakdowns of The National Employee Survey™ (The NES) results by respondent demographic characteristics. The percentages shown in each table are the “percent positive,” which was created by combining the most favorable response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). The full set of responses to each question, including “don’t know,” can be found under separate cover in the *Technical Appendices*.

ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between employee subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Where differences were statistically significant, they have been shaded grey. The total number of employees who completed a survey was 2,112. However, the number of respondents in each subgroup is much smaller, so differences in ratings among subgroups should be interpreted cautiously even though statistical testing was performed.

The National Employee Survey™

Table 1: Question 1 by Sociodemographics

| Please rate each of the following aspects of quality of life in Madison. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Madison as a place to live | 89% | 74% | 85% | 72% | 82% | 84% | 81% | 81% | 83% | 84% | 85% | 83% | 81% | 82% |
| Madison as a place to work | 85% | 84% | 87% | 75% | 85% | 85% | 74% | 87% | 84% | 85% | 87% | 83% | 83% | 84% |
| The overall quality of life in Madison | 90% | 83% | 89% | 77% | 86% | 88% | 74% | 86% | 87% | 87% | 88% | 86% | 86% | 86% |

Table 2: Question 2 by Sociodemographics

| Please rate each of the following characteristics as they relate to Madison as a whole.(Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Overall feeling of safety in Madison | 73% | 60% | 67% | 66% | 66% | 68% | 66% | 74% | 67% | 64% | 73% | 64% | 63% | 67% |
| Overall ease of getting to the places you usually have to visit | 73% | 62% | 69% | 65% | 68% | 69% | 60% | 67% | 68% | 69% | 70% | 64% | 68% | 68% |
| Quality of overall natural environment in Madison | 87% | 83% | 86% | 80% | 84% | 86% | 74% | 76% | 86% | 85% | 83% | 85% | 86% | 84% |
| Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems) | 70% | 71% | 72% | 62% | 71% | 70% | 63% | 71% | 70% | 72% | 70% | 68% | 72% | 70% |
| Health and wellness opportunities in Madison | 88% | 87% | 89% | 79% | 88% | 88% | 66% | 85% | 88% | 89% | 86% | 87% | 89% | 87% |
| Overall opportunities for education and enrichment | 87% | 86% | 89% | 76% | 86% | 89% | 82% | 88% | 85% | 89% | 88% | 83% | 87% | 86% |
| Overall economic health of Madison | 77% | 77% | 79% | 68% | 81% | 73% | 65% | 67% | 79% | 79% | 75% | 76% | 79% | 77% |
| Sense of community | 62% | 60% | 64% | 48% | 62% | 62% | 49% | 58% | 62% | 61% | 65% | 59% | 59% | 60% |
| Overall image or reputation of Madison | 81% | 78% | 83% | 69% | 78% | 83% | 71% | 81% | 80% | 79% | 82% | 78% | 79% | 79% |

Table 3: Question 3 by Sociodemographics

| Percent "very" or "somewhat" likely | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| How likely or unlikely you are to recommend living in Madison to someone who asks? | 90% | 76% | 86% | 77% | 83% | 86% | 71% | 89% | 83% | 85% | 88% | 82% | 83% | 84% |

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Table 4: Question 4 by Sociodemographics

| Percent "excellent" or "good" | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Overall, how would you rate the quality of the services provided by the City of Madison? | 89% | 86% | 89% | 79% | 88% | 88% | 80% | 87% | 88% | 87% | 89% | 86% | 88% | 87% |

Table 5: Question 5 by Sociodemographics

| Please rate each of the following categories of Madison government performance. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| The value of services for the taxes paid to Madison | 72% | 68% | 74% | 54% | 70% | 72% | 55% | 72% | 69% | 73% | 71% | 68% | 71% | 69% |
| The overall direction that Madison is taking | 67% | 58% | 65% | 54% | 59% | 71% | 52% | 69% | 62% | 64% | 72% | 58% | 59% | 61% |
| The job Madison government does at welcoming citizen involvement | 66% | 67% | 68% | 56% | 67% | 66% | 47% | 67% | 66% | 66% | 68% | 62% | 66% | 66% |
| Overall confidence in Madison government | 59% | 49% | 57% | 47% | 53% | 59% | 46% | 55% | 55% | 56% | 61% | 50% | 53% | 54% |
| Generally acting in the best interest of the community | 63% | 57% | 63% | 48% | 59% | 64% | 53% | 64% | 60% | 61% | 68% | 55% | 57% | 59% |
| Being honest | 60% | 55% | 61% | 43% | 58% | 59% | 47% | 61% | 58% | 58% | 64% | 53% | 55% | 57% |
| Treating all residents fairly | 49% | 54% | 54% | 38% | 56% | 44% | 38% | 53% | 52% | 49% | 54% | 45% | 52% | 50% |

Table 6: Question 6 by Sociodemographics

| Please rate how important, if at all, you think it is for the Madison community to focus on each of the following in the coming two years. (Percent "essential" or "very important") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Overall feeling of safety in Madison | 90% | 93% | 92% | 91% | 90% | 94% | 81% | 85% | 92% | 94% | 90% | 89% | 93% | 92% |
| Overall ease of getting to the places you usually have to visit | 80% | 74% | 77% | 81% | 76% | 80% | 67% | 79% | 75% | 81% | 78% | 80% | 76% | 77% |
| Quality of overall natural environment in Madison | 80% | 69% | 75% | 75% | 72% | 79% | 78% | 79% | 73% | 76% | 78% | 75% | 73% | 74% |
| Overall "built environment" of Madison (including overall design, buildings, parks and transportation systems) | 72% | 62% | 68% | 67% | 65% | 71% | 72% | 68% | 67% | 69% | 72% | 64% | 67% | 67% |
| Health and wellness opportunities in Madison | 69% | 67% | 67% | 78% | 66% | 73% | 67% | 72% | 64% | 75% | 72% | 63% | 68% | 68% |
| Overall opportunities for education and enrichment | 81% | 80% | 79% | 88% | 78% | 84% | 72% | 84% | 77% | 84% | 83% | 75% | 80% | 80% |

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| Please rate how important, if at all, you think it is for the Madison community to focus on each of the following in the coming two years. (Percent "essential" or "very important") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Overall economic health of Madison | 88% | 89% | 88% | 91% | 88% | 90% | 72% | 87% | 88% | 90% | 89% | 86% | 89% | 89% |
| Sense of community | 75% | 69% | 72% | 74% | 69% | 77% | 58% | 69% | 70% | 77% | 74% | 71% | 71% | 71% |

Table 7: Question 7 by Sociodemographics

| Percent "very" or "somewhat" likely | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| How likely or unlikely you are to recommend working for the City of Madison to someone who asks? | 88% | 86% | 88% | 84% | 86% | 90% | 80% | 91% | 87% | 87% | 93% | 85% | 85% | 88% |

Table 8: Question 8 by Sociodemographics

| Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree) | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Overall, I am satisfied with my job | 86% | 83% | 86% | 82% | 84% | 88% | 66% | 91% | 85% | 85% | 90% | 84% | 82% | 85% |
| Overall, I feel positive about working for the City of Madison | 89% | 85% | 88% | 84% | 86% | 89% | 79% | 91% | 88% | 87% | 93% | 88% | 83% | 87% |
| Overall, I think the City of Madison is a good employer | 91% | 89% | 91% | 89% | 89% | 93% | 80% | 96% | 91% | 89% | 96% | 89% | 87% | 90% |
| I plan on working for this organization a year from now | 95% | 94% | 95% | 94% | 95% | 95% | 88% | 94% | 97% | 92% | 96% | 96% | 94% | 94% |
| I feel that my workload is manageable most of the time | 80% | 77% | 79% | 77% | 79% | 79% | 71% | 80% | 78% | 80% | 85% | 75% | 76% | 78% |
| On average, I could take on a heavier workload than I currently have | 34% | 29% | 31% | 39% | 32% | 33% | 32% | 49% | 30% | 31% | 45% | 27% | 25% | 32% |
| I gain satisfaction from my current job responsibilities | 87% | 86% | 86% | 89% | 85% | 88% | 76% | 90% | 87% | 85% | 89% | 86% | 85% | 87% |
| I feel positively challenged in my current job | 79% | 82% | 81% | 81% | 80% | 83% | 62% | 79% | 82% | 80% | 83% | 82% | 78% | 81% |
| The mission and vision of the City of Madison make me feel my job is important | 77% | 72% | 75% | 75% | 72% | 79% | 56% | 80% | 75% | 73% | 83% | 73% | 69% | 74% |
| I have good friends at work | 84% | 87% | 87% | 82% | 86% | 85% | 79% | 84% | 87% | 83% | 85% | 82% | 87% | 86% |
| I know what is expected of me at work | 88% | 88% | 88% | 90% | 87% | 90% | 86% | 89% | 88% | 90% | 89% | 88% | 88% | 89% |
| I have the opportunity to do what I do best every day at work | 75% | 79% | 77% | 77% | 77% | 77% | 66% | 77% | 76% | 77% | 78% | 75% | 76% | 77% |

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| Please rate the extent to which you agree or disagree with the following statements about your job working for the City of Madison. (Percent "strongly" or "somewhat" agree) | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| My values match or fit with the values of this organization | 87% | 83% | 86% | 84% | 82% | 91% | 79% | 93% | 87% | 81% | 92% | 85% | 81% | 86% |
| My co-workers are committed to doing quality work | 86% | 84% | 86% | 82% | 85% | 86% | 76% | 89% | 86% | 81% | 87% | 82% | 84% | 85% |
| I have received recognition or praise for doing good work in the last seven days | 61% | 54% | 57% | 63% | 58% | 59% | 48% | 73% | 60% | 49% | 70% | 56% | 50% | 58% |
| In the last six months, someone at work has talked to me about my progress | 51% | 47% | 49% | 56% | 50% | 50% | 45% | 66% | 51% | 42% | 65% | 46% | 40% | 50% |
| I would benefit from additional training in ways to foster diversity and inclusivity in the workplace | 61% | 46% | 52% | 65% | 50% | 62% | 41% | 70% | 53% | 52% | 71% | 51% | 44% | 54% |

Table 9: Question 9 by Sociodemographics

| Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| The working relationships at the City of Madison overall | 74% | 69% | 73% | 66% | 72% | 73% | 59% | 83% | 69% | 72% | 79% | 64% | 69% | 71% |
| Communication among all staff overall | 50% | 43% | 47% | 51% | 49% | 46% | 32% | 57% | 45% | 47% | 57% | 40% | 42% | 46% |
| Collaboration among all staff overall | 51% | 45% | 49% | 48% | 51% | 47% | 26% | 56% | 48% | 47% | 57% | 42% | 44% | 48% |
| The work being done at the City of Madison overall | 81% | 73% | 78% | 74% | 76% | 80% | 69% | 84% | 77% | 76% | 83% | 74% | 74% | 77% |
| Overall staff morale | 56% | 47% | 53% | 51% | 53% | 52% | 33% | 66% | 50% | 50% | 67% | 43% | 44% | 52% |
| The City of Madison's reputation among staff | 65% | 55% | 62% | 55% | 60% | 63% | 47% | 69% | 62% | 57% | 71% | 53% | 56% | 61% |
| A respectful atmosphere | 75% | 73% | 76% | 68% | 74% | 75% | 69% | 87% | 75% | 69% | 82% | 73% | 68% | 73% |
| Communicating standards of ethical behavior | 74% | 73% | 75% | 69% | 75% | 72% | 67% | 81% | 76% | 68% | 80% | 71% | 70% | 73% |
| Modeling standards of ethical behavior | 71% | 68% | 71% | 65% | 71% | 69% | 62% | 83% | 71% | 64% | 79% | 67% | 64% | 70% |
| Maintaining a work environment that is free of violence or harassment | 79% | 78% | 80% | 71% | 81% | 76% | 71% | 87% | 80% | 73% | 84% | 76% | 75% | 79% |
| Maintaining a work environment that is free of drug or alcohol abuse | 92% | 92% | 93% | 87% | 93% | 91% | 88% | 94% | 93% | 91% | 95% | 90% | 91% | 92% |
| Work-life balance for staff | 66% | 63% | 65% | 68% | 67% | 63% | 51% | 73% | 63% | 66% | 75% | 62% | 59% | 65% |
| Clarity of staff roles and responsibilities | 63% | 65% | 64% | 64% | 65% | 63% | 54% | 71% | 64% | 60% | 70% | 65% | 59% | 64% |
| Employee appreciation | 49% | 43% | 47% | 49% | 49% | 45% | 34% | 62% | 46% | 44% | 61% | 44% | 37% | 46% |
| Effectiveness of meetings and meeting schedule | 47% | 45% | 46% | 53% | 46% | 48% | 45% | 58% | 46% | 44% | 58% | 42% | 41% | 46% |

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| Please rate the quality of each of the following aspects of the City of Madison. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| The overall skill set of staff | 81% | 78% | 81% | 77% | 79% | 83% | 47% | 84% | 80% | 77% | 83% | 80% | 77% | 79% |
| Dealing with low-performing employees | 27% | 22% | 24% | 30% | 27% | 23% | 21% | 36% | 24% | 23% | 37% | 18% | 20% | 24% |
| Recognizing high-performing employees | 39% | 32% | 35% | 42% | 37% | 36% | 24% | 47% | 37% | 31% | 48% | 33% | 29% | 36% |
| Defining performance objectives | 51% | 51% | 51% | 55% | 54% | 49% | 24% | 65% | 51% | 47% | 62% | 44% | 46% | 51% |
| Applying discipline fairly and consistently | 44% | 42% | 43% | 45% | 47% | 38% | 41% | 59% | 43% | 38% | 56% | 33% | 38% | 42% |
| Supporting continual learning and development | 61% | 55% | 59% | 57% | 57% | 63% | 38% | 71% | 58% | 56% | 74% | 50% | 50% | 58% |
| Availability of opportunities for employees to develop knowledge and skills | 59% | 53% | 57% | 54% | 54% | 61% | 35% | 67% | 54% | 56% | 69% | 48% | 50% | 56% |
| Coaching or mentoring employees | 42% | 44% | 43% | 44% | 46% | 40% | 23% | 52% | 42% | 41% | 52% | 35% | 38% | 42% |
| Opportunities for promotion | 37% | 45% | 40% | 44% | 46% | 33% | 25% | 47% | 44% | 33% | 47% | 36% | 37% | 40% |
| Opportunities to develop a career path | 47% | 52% | 49% | 53% | 55% | 44% | 28% | 61% | 52% | 42% | 59% | 48% | 43% | 50% |
| Work schedule flexibility | 65% | 59% | 63% | 59% | 61% | 64% | 44% | 67% | 64% | 59% | 69% | 60% | 58% | 62% |
| Availability of necessary materials, resources and equipment to do the job effectively | 71% | 65% | 69% | 65% | 67% | 70% | 45% | 79% | 69% | 64% | 75% | 64% | 64% | 68% |
| Providing individual and group work spaces to do the job effectively | 66% | 62% | 65% | 66% | 67% | 63% | 44% | 75% | 66% | 59% | 73% | 62% | 59% | 64% |

Table 10: Question 10 by Sociodemographics

| Please rate the quality of each of the following aspects of your work group. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|--|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| The working relationships in my work group overall | 80% | 79% | 81% | 76% | 80% | 80% | 69% | 85% | 80% | 77% | 84% | 77% | 78% | 79% |
| Communication among all staff in my work group overall | 69% | 67% | 68% | 68% | 69% | 68% | 63% | 74% | 70% | 63% | 74% | 66% | 64% | 68% |
| Collaboration among all staff in my work group overall | 71% | 71% | 71% | 71% | 70% | 73% | 72% | 78% | 73% | 66% | 76% | 72% | 67% | 71% |
| The quality of work being done in my work group overall | 86% | 87% | 87% | 86% | 86% | 88% | 74% | 90% | 88% | 82% | 89% | 85% | 85% | 86% |
| Overall staff morale in my work group | 66% | 62% | 65% | 63% | 65% | 64% | 53% | 75% | 64% | 61% | 72% | 62% | 60% | 64% |

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Table 11: Question 11 by Sociodemographics

| Please rate each of the following aspects of your SUPERVISOR'S performance. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Fostering an atmosphere of mutual trust and confidence | 69% | 66% | 68% | 68% | 68% | 67% | 59% | 81% | 70% | 60% | 77% | 66% | 62% | 68% |
| Promoting a positive working relationship among work group members | 70% | 67% | 69% | 70% | 71% | 67% | 62% | 84% | 72% | 60% | 77% | 67% | 63% | 69% |
| Providing specific, constructive feedback that helps improve performance | 58% | 58% | 58% | 59% | 61% | 55% | 41% | 70% | 60% | 51% | 67% | 56% | 53% | 58% |
| Working together with employees to set goals | 56% | 53% | 54% | 59% | 57% | 53% | 31% | 69% | 57% | 47% | 65% | 50% | 49% | 55% |
| Communicating expectations of employees | 60% | 59% | 59% | 66% | 62% | 57% | 56% | 74% | 62% | 52% | 70% | 57% | 53% | 60% |
| Informing employees about decisions that impact work | 65% | 56% | 61% | 65% | 63% | 60% | 59% | 76% | 62% | 54% | 72% | 56% | 55% | 61% |
| Providing recognition for doing good work | 56% | 55% | 56% | 57% | 57% | 56% | 41% | 70% | 58% | 48% | 67% | 55% | 48% | 56% |
| Treating employees with respect | 78% | 75% | 77% | 78% | 77% | 78% | 74% | 89% | 81% | 67% | 86% | 77% | 70% | 77% |
| Welcoming employee involvement in decision-making | 63% | 61% | 62% | 68% | 64% | 61% | 61% | 75% | 66% | 52% | 74% | 60% | 55% | 62% |
| Taking actions that support diversity and inclusion | 74% | 75% | 75% | 72% | 75% | 73% | 82% | 81% | 76% | 67% | 81% | 72% | 69% | 74% |

Table 12: Question 12 by Sociodemographics

| Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Communicating an inspiring vision | 59% | 54% | 56% | 62% | 56% | 58% | 47% | 67% | 59% | 50% | 68% | 50% | 51% | 56% |
| Clarity of strategic direction, goals and objectives | 55% | 54% | 55% | 58% | 56% | 54% | 50% | 63% | 56% | 51% | 65% | 48% | 50% | 54% |
| Strength of shared understanding among employees of what the organization is supposed to do | 62% | 59% | 61% | 62% | 61% | 61% | 42% | 75% | 63% | 53% | 72% | 56% | 54% | 60% |
| Communicating information in a timely manner | 58% | 50% | 54% | 60% | 54% | 57% | 49% | 65% | 56% | 51% | 68% | 47% | 48% | 55% |
| Communicating information that helps employees to understand the problems and issues facing the City | 52% | 45% | 49% | 56% | 50% | 50% | 46% | 60% | 52% | 43% | 64% | 40% | 43% | 49% |
| Encouraging employees to come up with innovative solutions to problems | 55% | 50% | 53% | 54% | 53% | 54% | 32% | 64% | 55% | 47% | 64% | 46% | 48% | 53% |
| Welcoming employee involvement in decision-making | 50% | 44% | 47% | 50% | 49% | 45% | 37% | 58% | 48% | 43% | 60% | 38% | 42% | 47% |

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| Please rate the quality of each of the following aspects of the City of Madison's leadership including Department and Division Heads. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Listening to employee opinions | 56% | 47% | 52% | 52% | 54% | 51% | 47% | 62% | 54% | 47% | 66% | 47% | 44% | 52% |
| Speed of response to important issues or change | 48% | 43% | 46% | 51% | 48% | 46% | 24% | 59% | 47% | 41% | 60% | 39% | 40% | 46% |
| Modeling a high standard | 65% | 60% | 64% | 62% | 63% | 65% | 44% | 73% | 65% | 58% | 76% | 58% | 56% | 63% |
| Managing costs responsibly and logically | 64% | 57% | 62% | 62% | 61% | 63% | 36% | 68% | 62% | 59% | 69% | 55% | 58% | 61% |
| Process for making important decisions | 58% | 52% | 55% | 58% | 57% | 55% | 38% | 66% | 57% | 49% | 69% | 45% | 49% | 55% |
| Overall level of confidence in the leadership of the City of Madison | 61% | 55% | 60% | 55% | 59% | 60% | 39% | 66% | 60% | 55% | 71% | 54% | 52% | 58% |
| Commitment to increasing workforce diversity | 72% | 75% | 76% | 61% | 76% | 71% | 63% | 74% | 74% | 72% | 78% | 64% | 73% | 73% |
| Supporting racial equity | 74% | 80% | 79% | 64% | 78% | 75% | 61% | 78% | 76% | 77% | 80% | 69% | 76% | 77% |

Table 13: Question 13 by Sociodemographics

| Please rate the job your agency, department or division does at each of the following: | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Seeking feedback from the community to make decisions about how to improve services | 66% | 70% | 68% | 68% | 71% | 63% | 67% | 74% | 69% | 64% | 71% | 66% | 66% | 68% |
| Implementing process improvement activities based on community feedback to help improve services | 64% | 66% | 65% | 66% | 68% | 62% | 62% | 70% | 67% | 61% | 69% | 62% | 63% | 65% |
| Seeking feedback from the front line employees to make decisions about how to improve processes and services to residents and community | 50% | 47% | 50% | 47% | 50% | 48% | 36% | 58% | 50% | 44% | 59% | 44% | 44% | 49% |
| Implementing process improvement activities based on front line employee feedback to help improve services | 50% | 46% | 48% | 49% | 49% | 47% | 33% | 59% | 49% | 43% | 58% | 44% | 43% | 48% |

Table 14: Question 14 by Sociodemographics

| Please rate the QUALITY of each of the following support services in Madison. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| Facilities management services overall | 75% | 77% | 77% | 72% | 75% | 79% | 66% | 83% | 78% | 71% | 81% | 71% | 74% | 76% |
| Fleet maintenance services overall | 77% | 74% | 76% | 75% | 74% | 80% | 79% | 79% | 75% | 75% | 80% | 68% | 75% | 76% |
| Human resources services overall | 62% | 66% | 65% | 63% | 65% | 64% | 43% | 75% | 66% | 58% | 75% | 63% | 57% | 64% |

The National Employee Survey™

| Please rate the QUALITY of each of the following support services in Madison. (Percent "excellent" or "good") | Do you live in Madison? | | What is your race? | | What is your gender? | | | What is your age range? | | | How many years have you worked for the City of Madison? | | | City overall |
|---|-------------------------|-----|---------------------------|----------------------------|----------------------|--------|------------------|-------------------------|----------------|---------------|---|---------------|--------------------|--------------|
| | Yes | No | White alone, not Hispanic | Hispanic and/or other race | Male | Female | Non-binary/other | 30 years or younger | 31 to 50 years | Over 50 years | 5 years or less | 6 to 10 years | More than 10 years | |
| General information technology (IT) services overall | 70% | 69% | 70% | 70% | 66% | 75% | 69% | 70% | 70% | 69% | 70% | 66% | 71% | 69% |
| Purchasing services overall | 73% | 71% | 71% | 76% | 69% | 77% | 52% | 79% | 75% | 64% | 79% | 70% | 68% | 72% |
| Finance services overall (which could include payroll, budgeting, etc.) | 76% | 72% | 75% | 76% | 72% | 78% | 70% | 82% | 76% | 69% | 83% | 71% | 70% | 74% |
| Risk management services overall | 75% | 73% | 76% | 69% | 72% | 80% | 59% | 76% | 75% | 73% | 79% | 68% | 73% | 74% |
| Attorney's Office services overall | 80% | 76% | 81% | 69% | 77% | 83% | 61% | 79% | 81% | 75% | 81% | 78% | 78% | 79% |
| Civil Rights services overall | 61% | 62% | 62% | 59% | 63% | 61% | 48% | 72% | 61% | 60% | 74% | 56% | 56% | 61% |
| Mayor's Office services overall | 69% | 65% | 69% | 61% | 65% | 73% | 52% | 68% | 67% | 67% | 75% | 60% | 65% | 67% |
| Common Council Office services overall | 66% | 51% | 60% | 56% | 55% | 69% | 47% | 74% | 59% | 58% | 72% | 54% | 55% | 60% |
| Employee Assistance services overall | 83% | 85% | 85% | 80% | 83% | 86% | 67% | 89% | 85% | 81% | 86% | 82% | 84% | 84% |
| Overall City internal services | 70% | 69% | 72% | 63% | 69% | 73% | 47% | 77% | 69% | 69% | 75% | 65% | 67% | 70% |